Job Involvement and Employee Motivation

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ABSTRACT

Lodahl and Kejner (1965 : 24) defines job involvement as the extent to which individuals identified psychologically with their work, or the importance of the job to their total self-image and self-esteem (Chughtai, 2008; Rotenberry & Moberg, 2007). Kleinback (1987) defines motivation as a direction of attentional effort directed to the task and the content to which attentional effort towards the task is maintained overtime. The aim on the research is to study the relationship between job involvement and employee motivation. The tools used to measure variables are (Lodahl and Kejner 1965) scale on job involvement and (Tremblay et al. 2008) scale on employee motivation. The sample size for the present study is 60 working individuals. There is a positive weak correlation between job involvement and employee motivation. The results obtained will be discussed in light of the main study while considering the factors using descriptive or inferential statistics with co-relation R respectively.

Keyword: Job involvement, Employee motivation.
INTRODUCTION

The concept of job involvement has gained much importance with regard to work environment. Different definitions of job involvement have a common core of meaning in that, they describe a job involved person as one for whom work is a very important part of life and who is affected by much responsibilities of his whole job satisfaction – the work itself, his co-workers, the company etc. On the other hand, a non-involved worker does his/her living off the job. Bass (1965) mentioned different conditions that strengthens job involvement of employee such as opportunity to make decisions, self determination, recognition and freedom to set one’s own workplace. A new employee has a set of needs as well as a set of expectations of the organisation, which change and evolve over time and the extent to which these are satisfied and determines the employee’s level of motivation to work. Nelson and Quick (2002) propose that motivation may be defined as the process of a rousing and sustaining goal directed behaviour. The question arises as to precisely what drives employee to willingly expend effort and arouses them to behave in such a way that the goal is attained and the need it met. Answers to these questions may be found in several theories.

- Content theories, these theories include Maslow’s hierarchy of needs, Herzberg’s two factor theory, Alderfer’s ERG theory and McClelland’s acquired needs theory.
- Process theories include Adams’s equity theory, Locke and Latham’s goal-setting theory, Vroom’s expectancy theory and Skinner’s reinforcement theory.

According to Lodahl and Kejner (1965) there are four sub-dimensions that are important to job involvement:
• Response to work: Diener et al. (1994) cited in Rippen (1997) argue that employees are more job involved if their needs are fulfilled as a result of the congruence between job expectations and the job itself.

• Expression of being job involved: Example. Some employees may express high job involvement by thinking of the job even when they are not at work, while others may become depressed if they failed at something related to the job (Lodahl & Kejner, 1995)

• Sense of duty towards work: Employees who are highly involved have a great sense of duty towards work, example, an employee who is willing to work overtime without pay in order to complete an assigned task.

• Feelings concerning unfinished work and being absent: Employee who are involved in job avoid being absent from work and have a feeling of guilt about unfinished work (Lodahl and Kejner, 1965)

In the current study, in testing the relationship between motivation and job involvement the researchers base their study on (Mullins, 1996) definition of motivation to work compromising economic rewards, intrinsic satisfaction and social relationships and Lodahl and Kejner’s (1965) sub-dimension of job involvement, namely, the response to work, expressions of being involved, the sense of duty towards work, and feelings about unfinished work and absenteeism. It is hypothesised that the current level of motivation influences the comparative strength of those four sub-dimensions of job involvement.
LITERATURE REVIEW

In a study title, Job satisfaction, Organisation commitment and Job involvement: The Mediating Role of Job involvement by J Ćulibrk (2018). Aiming to explore relationship between employee satisfaction, Job involvement, organisation commitment, work characteristic and Organisational policies and procedures states that job satisfaction has a positive relationship with Job involvement. It is noted that extrinsic work motivation is strongly effective than intrinsic, it can be described by low wages and insufficient funds for everyday life. All the employee motivation dimensions have significant links with dimensions of job involvement. (Govender and Parumasur, 2010)

Extrinsic motivation is said to tangible rewards (George and Sabapathy, 2011)

Sharma & Rains (2010) in their recent study of 51 executives working in a manufacturing organization found, personal attributes named work ethics and locus of control were in one-to-one situation correlated with job involvement, none of them turn out as a critical predictor in multivariate analysis.)
Ekmckçi (2011) states that “from an Organisational perspective, Job involvement has been considered the key to employee motivation and competitive advantage and from a individual perspective it’s a key to personal growth and satisfaction”

Organisational commitment has played a crucial role in an organisation in which result in high individual and Organisational performance Choong et al., (2011). Warsi et.al, (2009) stated that work motivation is strongly positively associated with Organisational commitment.

Aguinis et.al, (2013) explicit that financial reward may be a really powerful determination of worker motivation and action that successively will advance to special returns in terms of firm - level performance.

Vuori Associate in Nursing Okkonen (2012) explicit that motivation facilitates to share information through an intra-organisational social media platform which may help the organisation to succeed in it’s goals and objectives.

A research was conducted on Relationship among Employee Motivation, Employee Commitment, Job involvement, Employee Engagement, A case study of university of Gujarat, Pakistan. Abnas shaheen1 and Yasir Aftab Farooqi2 (2014)’s objective was to build understanding about the relationship between Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujarat. It turned that there was a significant positive impact of employee motivation on employee commitment, Job involvement and employee engagement.
“Fashah (2010) finds that job involvement had a negative and significant effect on employee’s out-going intent and job involvement is able to fabricate good teamwork among employees. The processing statement is in line with Sumarto (2009) who finds that higher employee involvement proved effective to increase job satisfaction and able to discourage employee turnover intention.” The influence of job involvement and job satisfaction towards employee turnover intention (case in Indonesia Broadcasting) (Agusramadani, Prof. Dr. Lia Amalia, SE, MM) (IOSR-JBM, 2018)

METHODOLOGY

The aim of this research is to study the relationship between job involvement and employee motivation.

Variable used for this research are:

Job involvement

Job involvement has been outlined as Associate in Nursing individual’s psychological identification or commitment to his/her job. It is the degree to that one is cognitively engaged in work and preoccupied with work activities and concerned with current job. (Paullay, 1994) Job involvement is said to the internalisation of terms regarding the work finished sensible potential or it will say that it's to see the employee’s importance/worth towards work assigned to him (Kejner, Lodahl 1965). Those people who show high involvement towards their jobs {consider|think regarding|contemplate|take into account} their
work very crucial a part of their lives and whether or not or not they feel smart about themselves is closely related to how they perform on their jobs.

Employee motivation
That’s why motivation are often outlined because the action of facilitating motive that causes somebody to act. In simple words motivation can causes someone to work positively and it is also possible that someone else cannot be motivated. It depends on the person who will decide if he is going to be motivated or not. Motivated employees and unmotivated employees are not in different directions (opposite), but there are some factors that can become a cause for someone demotivation, for example different life happenings and employee’s attitudes towards a particular job (Burton, 2012).

Sample
For the study sixty (N=60) participant were selected through convenient sampling methods from different profession. Conveninet sampling method is a type of non-probability sampling that involves the sample being drawn from that a part of the population that's on the brink of hand. This type of sampling is most useful for pilot testing. Both females and males were part of this research. The sample include people with work protocol of full time, part time and freelance. The age range was from 18-52 years old. Mean age is 26 years for the convenient sample.

Research tools
Job involvement scale –

Lodahl and Kejner (1965) Job Involvement Scale was to measure job involvement. Scale consisted of 18 items for measuring the different aspects of job involvement such as indifference, alienation, very high involvement, high sense of duty toward work, tendencies to avoid not coming to work and guilt over unfinished work, pride in the organization, general ambition and upward mobility. The index of split-half reliability of the adopted scale is .73 as reported by the author of the scale.

Employee motivation-

Tremblay et al developed a scale on motivation in 2008. It’s a 7 point rating scale with 18 set of questions. It measures factors related to why do you do your work, it includes intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation and a-motivation Using this scale, it helps to indicate to what extent each of the following items corresponds to the reasons why people are presently involved in their work.

Procedure

A questionnaire in the form of google forms was circulated to the convenient sample. They filled and submitted the forms. The date collected through google forms was processed and analysed with the help of correlation. The first stage was to analyse the demographic of the samples and the second stage includes the analysis for the response on the questionnaire by the sample.
Results and Discussion

Respondents were required to use the 1–5-point & 1-7 point Likert scale to respond to statements measuring sub-dimensions of employee motivation and job involvement, thereby indicating what motivated the respondents to work and what made them feel job-involved. The greater the mean score value, the greater the level of the job involvement and employee motivation as displayed in table below.

Table 1: Descriptive statistic table of job involvement and employee motivation

<table>
<thead>
<tr>
<th>Scales</th>
<th>Job involvement</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>58.65</td>
<td>89.76</td>
</tr>
<tr>
<td>SD</td>
<td>7.368795868</td>
<td>21.06436196</td>
</tr>
<tr>
<td>Variance</td>
<td>54.29915254</td>
<td>443.7073446</td>
</tr>
</tbody>
</table>

Table 2: Inferential statistic table of job involvement and employee motivation

<table>
<thead>
<tr>
<th>Scales</th>
<th>Job involvement</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>R value</td>
<td>0.3942</td>
<td>0.3942</td>
</tr>
<tr>
<td>P value</td>
<td>.00183</td>
<td>.00183</td>
</tr>
</tbody>
</table>

The table 1 consist of Descriptive statistic of job involvement and employee. The Mean score for job involvement is 58.65 and for employee motivation is 89.76. The Standard deviation for job involvement score of 7.368795868 and for employee motivation 21.06436196 and Variance is 54.29915254 and 443.7073446 for job involvement and employee motivation respectively. The table 2 consists of inferential statistic of job
involvement and employee motivation. The R value for job involvement and employee motivation is 0.3942. The P value for job involvement and employee motivation is .00183. There is a positive moderate offer correlation between job involvement and employee motivation. It’s significant at P< .01 and P<.05 level of significance.

Adams, cited in Lussier (2000) believes that when employees compare themselves with others, they reach one of three possible conclusions. They believe that they are under-rewarded, over-rewarded or equitably rewarded; this conclusion determines whether or not employees are experiencing motivation. Paying employees a comparable salary has been found to result in their sense of being valued, which, in turn, increases motivation (Internet 1, 2006). It is especially important to pay attention to the salaries of long-service employees, as it is often the case in contemporary organisations that younger, often better educated, employees are paid better salaries upon entering the organisation than those of their long-term counterparts, and this could lead to lack of motivation and involvement.

The present findings coincide with the observation of a good number of previous studies on employees’ motivation. Herzberg et al. (1959) have also pointed out that „money“ or „pay“ to be „hygiene“ factor, while the achievement, recognition and advancement were found to be the dominant „motivators“. Several other researchers have also reported the dominance of psychological and social needs over „material or physical gain“ in motivating the employees (Blum and Russ, 1942; Jurgensen, 1947; Stanger, 1950; Herzberg et al., 1957

A research was conducted on Relationship among Employee Motivation, Employee Commitment, Job involvement, Employee Engagement, A case study of university of Gujarat, Pakistan. Abnas shaheen1 and Yasir Aftab Farooqi2 (2014)’s objective was to build
understanding about the relationship between Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujarat. It turned that there was a significant positive impact of employee motivation on employee commitment, Job involvement and employee engagement.

The relationship between employee motivation and job involvement’ S Govender and SB Parumasur(2010) The results of the study indicate a significant and direct relationship between economic rewards and expressions of being job-involved and feelings of guilt about unfinished work and absenteeism, thereby stressing the importance of pay, benefits, material merchandise and security in enhancing job involvement.A positive work/life balance could contribute to larger worker motivation (Duff, 2006) and therefore the resulting, increased job involvement. The implication is that engaging in strategies that are going to enhance each of the sub-dimensions of employee motivation will have a spiralling impact and encourage job involvement. The results obtained and discussed on the line of general assumption that the persons highly involved in their job are highly motivated and feel a sense of pride in their work. It is because of the fact that highly motivated employees get involved in their job through their efficient performance as a result of their high level of motivation.
Limitations

• The study was limited to convenient sample, different sampling procedure can be used.

limitations of variables in this study which only discuss job involvement and employee motivation.

• The sample size was small.

• As the research method used was convenient sampling, some respondents gave biased responses. They do not give true information.

• Not all the aspects of the variables were studied.

Suggestions for future study

Having obtained greater insight into the relationship between employee motivation and job involvement, greater clarity on the relationship between job involvement and about their work than they were when they responded to the questionnaire. In order to enhance employees’ feelings of job involvement, organisations should strive to create jobs that are meaningful, challenging and interesting, and ensure that excellent performance is recognised and rewarded.

This study is still very limited because it only examines the extent of the influence of job involvement and employee motivation. Research on the analysis of job involvement effecting
employee motivation is still possible to be developed further in future research. For that, future research is suggested to add new variables such as organisational commitment, job satisfaction, organisational culture, leadership, work stress and work environment etc that can influence intention which is of course tailored to the object of research.

A T-test could have been used for data analysis. Various sampling method can be used such as random sampling, purposive sampling etc.

**Conclusion**

The majority of the sub-dimensions of employee motivation correlate significantly with those of job involvement., thereby validating the hypothesis that there is a significant relationship between employee motivation and job involvement. Motivation is very much needed for employees in an organisation to be productive, and management or leadership style has an important role to play. Motivation isn't perpetually supported money rewards, however non-financial rewards ways also can be accustomed derive the most effective out of workers.

The findings of the research conclude that there was a significant positive impact of employee motivation on job involvement. Motivated employee was more involved with their job. So leader ought to offer motivation to staff at totally different levels.

Positive relation shows that motivated employees were more involved in their job. From this research it was explored that motivation of employees was very necessary and have positive relationship with job involvement. Perception of the work assigned to them is quite positive as they feel that there is adequate clarity, variety, discretion and challenge in the work they do.
Both work ethics and job content have emerged as the critical predictors of job involvement. It is clear from this evidence that both personal attributes and situational factors are important in influencing the level of job involvement. Between the two, the situational variables are found to play a greater role than that of personal attributes. In this particular study, employee background variables are found to play no role in influencing job involvement.

The overall findings of this study are in general accord with the findings of earlier studies described in the review of literature section of this paper.

References


S Govender and SB Parumasur, School of Management Studies, University of KwaZulu-Natal

Baldev R. Sharma, V.N. Srivastava, Sombala Ningthoujam & Vibha Arora, Job Involvement as a Key Component of Work Motivation: Search for Predictors,*The Indian Journal of Industrial Relations,* Vol. 48, No. 2, October 2012, ISSN: 325-339

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INTRODUCTION The job involvement has gained much importance with regard to work environment. Different definition of job involvement have a common core of meaning in that, they described job involved person as one for whom work is a very important part of life and who is affected by much responsibilities of his whole job satisfaction - the work itself, his co-workers, the company etc. On the other hand, non-involved worker does his/her living off the job. Bass (1965) mentioned different conditions that strengthens job involvement of employee such as opportunity to make decisions, self determination, recognition and freedom to do one's own work place. A new employee has a set of needs as well as a set of expectations of the organisation, which change and evolve over time and the extent to which these are satisfied and determines the employee's level of motivation to work. Nelson and Quick (2002) propose that motivation may be defined as the process of a rousing and sustaining goal directed behaviour. The question arises as to precisely what drives employee to willingly expend effort and arouses them to behave in such a way that the goal is attained and the need met. Answers to these questions may be found in several theories. • Content theories, these theories include Maslow's hierarchy of needs, Herzberg's two factor theory, Alderfer’s ERG theory and McClelland's acquired needs theory. • Process theories include Adams’s equity theory, Locke and Latham’s goal-setting theory, Vroom’s expectancy theory and Skinner’s reinforcement theory. According to Lodahl and Kejner (1995) there are four sub-dimensions that are important to job involvement: • Response to work: Deiner et al. (1994) cited in Rigden (1997) argue that employees are more job involved if their needs are fulfilled as a result of the congruence between job expectations and the job itself. • Expression of being job involved: Example. Some employees may express high job involvement by thinking of the job even when they are not at work, while others may become depressed if they fail at something related to the job (Lodahl & Kejner, 1995). • Sense of duty towards work: Employees who are highly job involved have a great sense of duty towards work, example, an employee who is willing to work overtime without pay in order to complete an assigned task. • Feeling of guilt about unfinished work and being absent: Employee who are involved in job avoid being absent from work and have a feeling of guilt about unfinished work (Lodahl and Kejner, 1995) in the current study, in testing the relationship between motivation and job involvement the researchers base their study on (Mullins, 1996) definition of motivation to work compromising economic rewards, intrinsic satisfaction and social relationships and Lodahl and Kejner’s (1965) sub-dimension of job involvement, namely, the response to work, expressions of being involved, the sense of duty towards work, and feelings about unfinished work and absenteeism. It is hypothesised that the current level of motivation influences the comparative strength of those four sub-dimensions of job involvement..
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LITERATURE REVIEW: In a study titled “Job satisfaction, Organisational commitment and job involvement: The Mediating Role of Job Involvement” by Cullen (2018), aiming to explore the relationship between employee satisfaction, job involvement, organisational commitment, work characteristics and Organisational policies and procedures states that job satisfaction has a positive relationship with job involvement. It is noted that extrinsic work motivation is strongly effective than intrinsic, it can be described by low wages and insufficient funds for everyday life. All the employee motivation dimensions have significant links with dimensions of job involvement. (Govender and Faruqmoor, 2014). Extrinsic motivation is said to tangible rewards (George and Sabathery, 2011). Sharma & Rams (2016) in their recent study of 51 executives working in a manufacturing organisation found, personal attributes, named work ethics and locus of control were in one-to-one situation correlated with job involvement, none of them turn out as a critical predictor in multivariate analysis. (Elrick, 2015) states that “from an organisational perspective, job involvement has been considered the key to employee motivation and competitive advantage and from an individual perspective it’s a key to personal growth and satisfaction” Organisational commitment has played a crucial role in an organisation in which result in high individual and Organisational performance. Choong et al., (2011), Warsi et al., (2009) stated that work motivation is strongly positively associated with Organisational commitment. Agunias et al., (2013) suggest that financial reward may be a really powerful determination of worker motivation and action that successfully will advance to special returns in terms of firm - level performance. Vuori Associate in Nursing Okonkwo (2012) explicit that motivation facilitates to share information through an intra-organisational social media platform which may help the organisation to succeed in its goals and objectives. A research was conducted on Relationship among Employee Motivation, Employee Commitment, Job Involvement, Employee Engagement. A case study of university of Gujarat, Pakistan. Almas shahwan1 and Yasir Ali Khan Farooq2 (2014)’s objective was to build understanding about the relationship between Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujarat, it turned that there was a significant positive impact of employee motivation on employee commitment, job involvement and employee engagement. ”Faziah (2010) finds that job involvement had a negative and significant effect or employees out going intent and job involvement is able to fabricate good teamwork among employees. The processing statement is in line with Sumarto (2009) who finds that higher employee involvement proved effective to increase job satisfaction and able to discourage employee turnover intention. The influence of job involvement and job satisfaction towards employee turnover intention (case in Indonesia Broadcasting) (Agusarmadani, Prof. Dr. Lia Amella, SE, MM) (ISFR_JM, 2018)
METHODOLOGY: The aim of this research is to study the relationship between job involvement and employee motivation. The variable used for this research is job involvement. Job involvement has been defined as Associate in Nursing individual's psychological identification or commitment to his/her job. It is the degree to which one is cognitively engaged in work and responsive to work activities and concerned with current job. Job involvement is said to the internalization of norms regarding the work finished sensible potential or role and will tell that it is to see the employer's importance worth towards work assigned by them. Ludlow (1984) states those people who show high involvement towards their jobs consider their work very much a part of their lives and whether or not they feel about themselves is closely related to performance on their jobs. Employee motivation is the reason why people are often sacrificed because the action of facilitating motive that causes somebody to act. In simple words motivation can cause someone to work positively and it is also possible that someone else cannot be motivated. It depends on the person who will decide if he is going to be motivated or not. Motivated employees and unmotivated employees are not in different directions (opposite), but there are some factors that can become a cause for someone demotivation, for example different life happenings and employees' attitudes towards a particular job (Burton, 2012). Sample for the study only (200) participants were selected through convenient sampling methods from different professions. Convenience sampling method is a type of non probability sampling that involves the sample being drawn from that part of the population that’s on the brink of hand. This type of sampling is most useful for pilot testing. Both females and males were part of this research. The sample include people with work protocol of full time, part time and freelance. The age range was from 18-62 years old. Mean age is 26 years for the convenience sample. Research tools for job involvement scale- Ludlow and Kiger (1984) job involvement scale was in measure of job involvement. Scale consisted of 18 items for measuring the different aspects of job involvement such as and Burrows, aliteration, very high involvement, high sense of duty toward work, tendency to avoid not coming to work and feel own usefulness work, pride in the organization, general ambition and upward mobility. The index of split-half reliability of the adopted scale is .72 as reported by the author of the scale. Employee motivation. Tremblay et al developed a scale on motivation in 2008. It's a 7 point rating scale with 18 set of items. It measures factors related to why people do your work. It includes intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation and amotivation (using this scale) it helps to determine what extent each of the following factors corresponds to the reason why people are presently involved in their work. Procedure: A questionnaire in the form of google forms was circulated to the convenience sample. They filled and submitted the forms. The data collected through google forms was processed and analyzed with the help of correlation. The first stage was to analyze the demographic of the samples and the second stage includes the analysis for the response on the questionnaire by the sample.
Results and Discussion: Respondents were required to use the 1-5 point & 1-7 point Likert scale to respond to statements measuring sub-dimensions of employee motivation and job involvement, thereby indicating what motivated the respondents to work and what made them feel job-involved. The greater the mean score value, the greater the level of job involvement and employee motivation, as displayed in Table 1: Descriptive statistic table of job involvement and employee motivation scales. Job involvement employee motivation scales job involvement employee motivation: Scale 1: In 2020, the mean score for job involvement is 96.00 and for employee motivation is 98.76. The transient deviation for job involvement is 96.00 and for employee motivation is 98.76. The transient deviation for job involvement is 3.6877958 and for employee motivation is 5.3942. The P-value for job involvement employee motivation is 0.0183. There is a positive moderate offer correlation between job involvement and employee motivation. It's significant at P = .1 and P < .05 level of significance. Adams, cited in Lussier (2000) believes that when employees compare themselves with others, they reach one of three possible conclusions. They believe that they are under-rewarded, over-rewarded, or equitably rewarded; this conclusion determines whether or not employees are experiencing motivation. Paying employees a comparable salary has been found to result in their sense of being valued, which, in turn, increases motivation (Internet 1, 2000). It is especially important to pay attention to the salaries of long service employees, as it is often the case in contemporary organizations that younger, often better educated, employees are paid better salaries upon entering the organization than those of their long-term counterparts, and this could lead to lack of motivation and job involvement. The present findings coincide with the observation of a good number of previous studies on employee motivation. Herberg et al. (1995) have also pointed out that “money” or “pay” to be “hygiene” factor, while the achievement, recognition and advancement were found to be the dominant "motivator.” Several other researchers have also reported the dominance of psychological and social needs over “material or physical gain” in motivating the employees (Blum and Russ, 1942; Jungmann, 1943; Stenger, 1992). Herberg et al., 1995 A research was conducted on relationship among Employee Motivation, Employee Commitment, Job Involvement, Employee Engagement, A case study of university of Gujranwala, Pakistan. Anwar Shahzad and Yasin Ali Azhar (2012) objective was to build understanding about the relationship between Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujranwala. It turned out that there was a significant positive impact of employee motivation on employee commitment, job involvement and employee engagement. The relationship between employee motivation and job involvement: Gonsler and Till (2001) The results of the study indicate a significant and direct relationship between economic rewards and expressions of being job-involved, and feelings of job about unfulfilled work and absenteeism, thereby stressing the importance of pay, benefits, material merchandise, and security in enhancing job involvement. A positive work/life balance could contribute to larger worker motivation (Litt, 2000) and therefore the resulting, increased job involvement. The implication is that engaging in strategies that are going to enhance each of the sub-dimensions of employee motivation will have a spiraling impact and encourage job involvement. The results obtained and discussed on the line of general assumption that the persons highly involved in their job are highly motivated and feel a sense of pride in their work. It is because of the fact that highly motivated employees get involved in their jobs through their efficient performance as a result of either high level of motivation.
Limitations - The study was limited to a convenient sample, different sampling procedures can be used. Limitations of variables in this study which only focus on job involvement and employee motivation. - The sample size was small. - As the research method used was content analysis, some respondents gave biased responses. They do not give true information. - Not all aspects of the variables were studied. Suggestions for future study: Having obtained greater insight into the relationship between employee motivation and job involvement, greater clarity on the relationship between job involvement and about their work than they were when they responded to the questionnaire. In order to enhance employees' feelings of job involvement, organizations should strive to create jobs that are meaningful, challenging, and interesting, and ensure that excellent performance is recognized and rewarded. This study is still very limited because it only examines the extent of the influence of job involvement and employee motivation. Research on the analysis of job involvement affecting employee motivation is still possible to be developed further in future research. For that, future research is suggested to add new variables such as organizational commitment, job satisfaction, organizational culture, leadership, work stress, and work environment etc. that can influence intention which is intended to be the object of research. A text could have been used for data analysis. Various sampling method can be used such as random sampling, purposeful sampling etc. Conclusion - The majority of the sub-dimensions of employee motivation correlate significantly with those of job involvement, thereby validating the hypothesis that there is a significant relationship between employee motivation and job involvement. Motivation is very much needed for employees in an organization to be productive, and management or leadership style has an important role to play. Motivation isn’t perpetually supported money rewards, however non-financial rewards also can be accustomed derive the most effective out of workers. The findings of the research conclude that there was a significant positive impact of employee motivation on job involvement. Motivated employee was more involved with their job. So leader ought to offer motivation to staff at totally different levels. Positive relation shows that motivated employees were more involved in their job. From this research it was explored that motivation of employee was very necessary and have positive relationship with job involvement. Perception of the work assigned to them is quite positive as they feel that there is adequate clarity, variety, discretion and challenge in the work they do. Both work ethics and job content have emerged as the critical pre-dominant of job involvement, it is clear from this evidence that both personal attributes and situational factors are important in influencing the level of job involvement. Between these two, the situational variables are found to play a greater role than that of personal attributes. In this particular study, employee background variables are found to play no role in influencing job involvement. The overall findings of this study are in general accord with the findings of earlier studies described in the review of literature section of this paper.